

# FORUM

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**COL. KATHIE CLOSE**  
377th Air Base Wing commander

## Contacting Forum

We want your suggestions and comments concerning Kirtland AFB. Give base agencies or the chain of command the chance to resolve your concern before calling Forum. Callers' names won't be printed.  
**Write:** 377th ABW/CC Forum  
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# KUDOS

## Lora Gallegos

**BY JENNIFER E. WEST**  
377th Air Base Wing Public Affairs

"I love coming to work and I love working with children," said Lora Gallegos, a child attendant at the Gibson Child Development Center.

Gallegos, a mother of six grown children, has spent her life nurturing infants and children. A 21-year employee with Non-Appropriated Funds at Kirtland AFB, she now cares for children six weeks-six months old.

"We play, we dance, I read to them," Gallegos said in her gentle voice. Even though the babies are too young to understand her stories, she knows they enjoy hearing her voice and will look at and touch the books.

Among the mothers of Gallegos' charges is 2nd Lt. Cindy R. Gentry of Air Force Operational Test and Evaluation Center. As a new mom, she was concerned about leaving her child and even considered continue her Air Force said, helped her feel at forming her Air Force

"Soon after meeting action, my fears sub- (Gentry's son) was al- for with Lora's caring hands...I was able to go centrate on doing my job worry about my son."

Gallegos, she baby's likes and dis- guishing personality

Working at the cen- Gallegos frequently is bies grow into children in programs for bigger she said, she encoun- former babies 16 years later in the Kirtland AFB BX.

Gentry recognizes the role of the Child Development Center's caregivers as one important to the base and the Air Force.

"The service these ladies (at the child development center) like Lora do for the country may not be immediately evident to most, but if it wasn't for this quality of help, many of us might not be able to continue our duties in the military."

Gallegos is a native New Mexican, born in Mountainair. She comes from a of family seven children. Her own children range in age from 37-25 years old. She and her husband, who passed away in 1977, moved to Albuquerque in 1964.



in the care of others whether she should career. Gallegos, she ease while away per- duty.

Lora and seeing her in sided," Gentry said. ways being well cared and experienced back to work and con- without having to

added, knows her likes and distin- traits.

ter for so many years, able to watch her ba- who attend the center children. And, once, tered one of her

## Committed to the "laws of the land"

*Whereas*, Law Day occurs on 1 May of every year and is a celebration of America, the rule of law, and the freedoms that we enjoy as Americans; and

*Whereas*, our Armed Forces have faithfully defended the rule of law in America for over two-hundred and twenty-six years; and

*Whereas*, an essential component to the effectiveness of the American Armed Forces as defenders of freedom is the preservation of the good order and discipline necessary to field effective fighting units; and

*Whereas*, the Uniform Code of Military Justice is a fair and effective instrument for ensuring good order and discipline; and

*Whereas*, the Uniform Code of Military Justice provides a significantly greater array of due process protections to military members accused of crimes as compared to ordinary citizens; and

*Whereas*, commanders play a pivotal role in the military justice system; and

*Whereas*, discipline is, and must remain, a function of command authority.

*Now, therefore*, as we celebrate Law Day 2003.

We *recognize* that the Uniform Code of Military Justice is an essential component in the preservation of good order and discipline and the fielding of effective fighting units; and

We *restate* our commitment to the fair and just enforcement of military law as an essential component of fighting and winning our nation's wars; and

We *restate* our commitment to preserve and defend the hard fought freedoms won by our predecessors in uniform; and

We *restate* our commitment to ensuring that all persons are extended the dignity and respect required by equal protection of the law.

*Thus*, Law Day 2003 provides an opportunity to re-examine ourselves, our Armed Forces, and our nation. At a time when we are at war to preserve, protect, and extend the fruits of freedom and liberty around the world, we have the responsibility to reaffirm our commitment as a nation of and under the laws of the land.

Our renewed commitment to equal justice under the law can be expressed through many actions, big and small, taken in our units, local communities, and at the national level, such as:

- Ensuring all persons are treated with dignity and respect
- Promoting appreciation of the strengths and value that all persons bring to Armed Forces of the United States
- Continuing our efforts to extend freedom and democracy

As Thomas Jefferson said, "The price of liberty is eternal vigilance." Indeed, Law Day 2003 serves to remind us that the American experiment in self-government requires constant vigilance of purpose, especially when it comes to ensuring the continuing luster of the crown jewel of our Republic, our Armed Forces.

*NOW THEREFORE*, I, Colonel Kathleen D. Close, Commander of the 377th Air Base Wing and Installation Commander of Kirtland AFB, New Mexico, do hereby proclaim Thursday, May 1, 2003, as Law Day throughout Kirtland AFB, New Mexico.

I urge military members, retirees, dependents, civilian employees, contractor employees, and citizens to use this occasion to dedicate themselves to preserve and strengthen the rule of law and our commitment to the ideals upon which our country was founded—life, liberty, and the understanding that all people are created equal.

IN WITNESS WHEREOF, I have hereunto set my hand this 25th day of April, in the year of our Lord two thousand and three, and of the Independence of the United States of America, the two hundred and twenty-six years.

KATHLEEN D. CLOSE, Colonel, USAF  
Commander  
377th Air Base Wing

# NUCLEUS

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# CHIEF's Sight Picture

## Adjusting to the New Steady State — NCO Retraining Program

BY GEN. JOHN P. JUMPER  
Air Force Chief of Staff

As we continue to adjust to the demands of fighting the global war on terrorism, defending the homeland and fulfilling our global security requirements, we must adapt to the new steady state that has stressed so many of the career fields in our Air Force. With the force reductions of the 1990s and the skill level imbalances we've experienced in some career fields, the stage was set for a challenging human resources environment. Over many months, we've expended considerable effort studying our "stressed career fields." We are now taking action, and are taking a variety of steps to increase manning in undermanned specialties and balance skills across the force. This "Sight Picture" will explain one of the tools we are using — the Noncommissioned Officer Retraining Program (NCORP).

While certain career fields are experiencing more pain than others, the results of each study yield similar conclusions — every skill and most of our people are experiencing stress of some kind. We must step out aggressively to balance the skills and reduce the stress level across the force within current resources and constraints. We are engaged in a number of complementary efforts, including a fundamental re-assessment of the basic structure, assignment, and training policies for our most stressed career fields. We are reviewing who should fill, how we fill, how we can best fix undermanned career fields, and how to stabilize our force. The NCO Retraining Program

will help correct imbalances while still providing NCOs a voice in their own Air Force career.

The NCORP consists of both voluntary and involuntary phases. Phase I, the voluntary phase, encourages eligible Airmen to retrain into selected shortage career fields. If goals are not met through the voluntary phase, Phase II, or the involuntary phase, is implemented in select shortage specialties. A formal NCORP has not been active since FY99. Reintroducing the annual program is necessary to help balance skills mixes across AFSCs, pull more manpower into stressed career fields, and help reshape the force to meet current and future operational needs. We have established an initial programmed target of 1,400 NCO quotas.

We have also taken steps to move authorizations (spaces) which will drive movement of people (faces) from less stressed to more stressed career fields. We will begin by moving approximately 3,700 spaces, adjusting accession requirements to get them in the door, and reallocating training seats to produce more personnel in stressed skills. The retraining program will help us fill in NCO shortages in undermanned skills.

The realignment of authorizations will begin immediately and will be evaluated periodically to determine if additional adjustments are needed. We will also aggressively look at corresponding programs such as bonus programs, assignment policy, and the chronic critical skills list to ensure they complement our objectives. Although the timing of this initiative might appear to conflict with

current operations, these changes are vital to ensure we are postured correctly to meet our long-term mission demands.

As with any initiative of this magnitude, many of you will be concerned with how this will affect your career. We need to address these concerns at the outset to ensure we take care of our people through this process. Supervisors and leaders at all levels must take time to learn how this program will work and then clearly communicate the specifics to their people. Air Force Personnel Center will provide detailed implementation instructions through local Military Personnel Flights via message within the next few days.

Despite the challenges associated with this effort, it is clear we must reshape our force now if we hope to retain our status as the best-trained, equipped, and motivated air and space force in the world. Our expeditionary force continues to provide world-class capabilities to joint operations around the world. With this initiative, we reinforce this capability, and begin the process of balancing our force without breaking career fields, individual careers or our mission capabilities. We hold to our principle that developing Airmen is the first and foremost of our core competencies, and taking care of our people is the most important thing we do. While we take these actions to meet the mission needs of our Air Force, we do them with the best interests of our Airmen in mind.

## Chief updates reading list

BY GEN JOHN P. JUMPER  
Air Force Chief of Staff

As your Chief of Staff, I have decided to continue the practice started in 1996 of providing a list of recommended reading for our enlisted, officer and civilian members. This is a new list, a single list, which replaces the previous tiered list that has served the Air Force over the past six years. The prior list was divided into sections depending upon your rank. Given that my list is new, it's appropriate for Air Force members of all grades to pursue it as their time permits. Also, it is my conviction that it's useful for the generals to know what the young troops are reading and vice versa.

I am not suggesting that this reading list is exhaustive. Indeed, I deliberately kept it to a manageable size. Therefore, in addition to these titles, I encourage each of you to develop strong reading habits to further your intellectual development—and that such habits will become a personal trademark throughout your Air Force career.

In selecting these particular books I have been mindful that the "Chief of Staff Reading List" must be subject to periodic renewal if it is to remain relevant to our constantly changing times and challenges. Accordingly, I intend to make this a dynamic list with additions and substitutions from time to time.

For the challenges the United States Air Force faces today, I have given priority to books regarding:

★ the recent past as more lesson-

filled than the distant past,

★ the transformation challenges we have overcome, and those that we still face, and

• a look to the future for clues to the asymmetrical vulnerabilities that await us.

As in the past, these books will be made available through our institutional schools at Air University. Moreover, it is my intention that the course content within our professional military education system will be based in appropriate measure on the materials these books address.

The reading list, complete with a brief summary of the selections, can be accessed at [www.af.mil/lib/csafbook/index.shtml](http://www.af.mil/lib/csafbook/index.shtml). The Air Force Historian's office is in the process of supplying each Air Force library with multiple copies of each of the books on the list.

One of the best ways we each can serve our nation is to continue our growth toward increased responsibility and the leadership challenges that come with it. And, as I'm sure you will acknowledge, that preparation is a personal, as well as an institutional, responsibility. Air University will do its part. I am confident you will do yours as well.

**CATEGORY I:** History of the Air Force from its beginning through its major transformations as an Institution

★ *The Wild Blue*: The Men and Boys Who Flew the B-24s Over Germany — Stephen E. Ambrose

★ *Beyond the Wild Blue*: A History of the United States Air Force, 1947-1997 — Walter J. Boyne

★ *The Transformation of American Air Power* — Benjamin S. Lambeth

★ *Winged Victory: The Army Air Forces in World War II* — Geoffrey Perret

★ *George C. Marshall: Organizer of Victory, 1943-1945* — Forrest C. Pogue

**CATEGORY II:** Insight into ongoing conflicts and the frictions that can produce conflicts in the future

★ *Bin Laden: The Man Who Declared War On America* — Yossef Bodansky

★ *The Clash of Civilizations and the Remaking of World Order* — Samuel P. Huntington

★ *War at the Top of the World: The Struggle for Afghanistan, Kashmir, and Tibet* — Eric S. Margolis

★ *Tournament of Shadows: The Great Game and the Race for Empire in Central Asia* — Karl E. Meyer and Sharen Blair Brysac

★ *The Prize: The Epic Quest for Oil, Money & Power* — Daniel Yergin

**CATEGORY III:** Organization, leadership and success stories holding lessons for the present and future

★ *The Five Pillars of TOM* (Guidelines for Organizational Greatness) — Bill Creech

★ *American Generalship: Character is Everything: The Art of Command* — Edgar F. Puryear

**CATEGORY IV:** Lessons emerging from recent conflicts — and the preparation for them

★ *Every Man A Tiger* — Tom Clancy with Chuck Horner

★ *Prodigal Soldiers* — James Kitfield

### COMMANDER'S CALL

Maj. Gen. Robert W. Chedister, Air Armament Center commander, conducts a call April 28 at 10:30 a.m. at the base theater. All 377th ABW military and civilians are required to attend. All contractors are welcome to attend. Uniform of the day is appropriate.